

City of Miami Springs



Strategic Plan

2012-2017

Prepared By: Bill Busutil

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Preamble

Through the participation of our residents and business owners, the City of Miami Springs has completed and we, the City Council, hereby adopt this 2012-2017 Strategic Plan as a blueprint for continued progress toward the realization of our vision. In addition, we pledge that any ordinances or resolutions passed by this Council will be consistent with the concepts, goals and priorities represented in this Strategic Plan.

Mission Statement

Our mission is to protect the health, welfare and safety of our residents, property owners, business owners and visitors, by delivering quality services at a reasonable cost, in a personalized manner.

Our Vision for Miami Springs

In five years...

- Our beautiful residential ambiance will be even more striking than it is today
- Our tax base will be strengthened and diversified, while our taxes are further reduced through targeted commercial development and annexation
- Both the quality and level of municipal services we provide will be enhanced in a fiscally responsible manner
- Miami Springs will be viewed both as the preferred community in which to live and raise a family...and as a choice destination for businesses and visitors

Our mission is a clear, concise statement of the overall purpose of Miami Springs' City Government. It also describes what the City must aspire to achieve every day.

Our five year vision briefly describes “where” we want our community to be five years from now.

Taken together, the five year vision and mission serve as the primary steering mechanism for growth and development, and form the framework for prioritizing the delivery of municipal services for the next five years.

Core Values

The City Government's core values represent our most basic beliefs. They define what we stand for, and serve as the foundation for the design of our Strategic Plan.

- Every resident, property owner and business owner is valued equally
- Diversity and tolerance are valued and encouraged
- Innovation is encouraged
- Courage to take on important projects, even when confronted with risk or pessimism
- Regional approaches to large scale problems and opportunities, mindful of the well being of our neighbors outside of Miami Springs
- An uncompromising commitment to high quality public services
- Principled leadership
- Honest, responsive governance
- Transparent, responsible financial management
- Excellent, ethical City management

Strategic Plan Structure

This strategic plan contains five strategic areas: Public Safety, Economic Development, Municipal Service Delivery, Financial Management and Communication.

The City of Miami Springs must achieve outstanding results in each strategic area in order to realize our vision and achieve our mission.

Each strategic area contains one or more goals. Each goal is supported by one or more measurable objectives, strategies or initiatives, and key performance indicators.

The measurable objectives describe specific achievements designed to ensure the successful accomplishment of their related goals.

Each goal is also supported by a set of strategies and/or initiatives, which describe “how” the goals will be achieved.

The final component of each strategic area is a set of key performance indicators that will be tracked on an ongoing basis to monitor progress toward the achievement of the goals, as well as their related objective(s).

Public Safety

Ensuring our residents' public safety is our most important municipal service. Miami Springs has enjoyed a long standing tradition of exceptionally low crime rates and safe streets. This strategic area focuses on enhancing the proactive capabilities of the Police Department to further reduce crime and improve traffic safety.

Goal

Enhance public safety and security

Objectives

- Reduce traffic accidents by ____%, by October 2015
- Reduce property crimes by ____%, by October 2015
- Increase communication and positive interaction between Police and residents
- Expand Police Personnel development and education programs

Strategies/Initiatives

- Install and implement red light cameras
- Install City-wide video surveillance system
- Deploy pro-active crime prevention/detection system
- Expand public education via various media and outreach programs
- Improve Police/resident communication through social media, cellular applications and information systems
- Increase the use of cutting-edge technology to improve the efficiency of crime prevention, detection and investigation
- Enhance educational and professional development incentives for Police personnel

Key Performance Indicators

- Number (#) of traffic accidents
- Number (#) of police reports filed involving crimes
- Satisfaction survey responses
- Number (#) of college degrees obtained and completions of in-service training achieved by staff

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Economic Development

Economic development is a critical priority for the City of Miami Springs during the next five years. Prudent commercial development, along with targeted annexation will enable us to increase revenue while simultaneously lowering the tax burden on our residents.

Goal

Strengthen and diversify the tax base

Objective

Increase the current 20% ratio of commercial tax revenue to total tax revenue, to 25% by October 2016

Strategies/Initiatives

- Establish development guidelines that encourage business investment along N.W. 36th street and the downtown business district
- Expand marketing efforts to attract new businesses to the City
- Work closely with the Beacon Council, Miami International Airport and the Port of Miami to facilitate business investment in the City
- Re-establish communication with the County to pursue annexation
- Work with Virginia Gardens to explore the feasibility of a targeted commercial redevelopment initiative at the intersection of N.W. 36th street and Curtiss Parkway. This initiative would include the entry way to both Cities
- Encourage additional development of public access from the north side of commercial buildings along N.W. 36th street
- To encourage business investment in the City, develop financial and logistical incentives, which may include:
 - Reduced permit fees as appropriate, on a case by case basis
 - Expedited plan review and permit processing, and
 - Other financial incentives
- Improve teamwork between the City, civic organizations, business owners and commercial property owners

- Provide an economic development plan for the City that supports this strategic plan
- Explore the feasibility of implementing other creative measures that would foster commercial development, which may include:
 - Making use of air rights and transfer of development rights
 - Expanding permissible color selections for commercial buildings

Key Performance Indicators

- Commercial tax base as it appears on the annual tax roll
- Number (#) of business licenses

Municipal Service Delivery (Public Works, Recreation, Golf and Senior Services)

Miami Springs' residents have enjoyed outstanding municipal services throughout the years. Our community's exceptional residential ambiance and recreation programs are directly attributable to the quality of those services. We are committed to maintaining and/or enhancing both the quality and level(s) of municipal services provided to our residents during the next five years.

Goal #1

Maintain the high standards of municipal services that support the ambiance of our neighborhoods

Objectives

- Continue to receive the annual Tree City U.S.A. and Growth awards
- Increase community awareness of municipal services through all public media (see the "Communication" strategic area for more details)

Strategies/Initiatives

- Obtain public input to determine general maintenance priorities of City-owned property, including: sidewalks, buildings, street lights, fields, landscapes, alleys, etc.
- Implement appropriate changes to maintenance priorities

Key Performance Indicators

- Annual Tree City U.S.A. and Growth awards
- Results of an annual resident satisfaction survey

Municipal Service Delivery...Continued

Goal#2

Expand recreational and leisure services for residents of all ages and needs

Objectives

- Increase selected program offerings by 5%, by October 2013
- Increase participation by youth, adults and seniors in selected programs by 5%, by October 2013

Strategies/Initiatives

- Obtain public input to establish priorities for program offerings
- Implement appropriate changes to program offerings
- Revisit and explore the feasibility of redesigning the golf course in a way that would “free up” unused land on the property for other recreational purposes

Key Performance Indicators

- Number(#) and/or level(s) of program offerings
- Participation levels for youth, adults and seniors

Financial Management

As guardians of the Public Trust, we are fully committed to sustaining the City's financial well being, and making prudent, conservative financial decisions that are in the best long term interest of our community.

Goal

Guard the Public Trust with consistent, sound financial management practices

Objectives

- Obtain a clean audit opinion on the City's Comprehensive Annual Financial Report (CAFR) every year
- Receive the G.F.O.A. excellence award for financial presentation every year
- Receive the G.F.O.A. excellence award for budget presentation every year
- Maintain the City's required reserves of 25 percent of budgeted expenditures

Strategies/Initiatives

- Ensure the financial health and stability of the City
- Strictly adhere to all G.F.O.A. guidelines for financial and budget presentation
- Re-establish a line of credit for catastrophic emergencies
- Search for additional sources of grant funding
- Develop a capital Improvement Plan that supports this strategic plan

Key Performance Indicators

- Annual Audit Opinion
- Annual G.F.O.A. excellence awards for financial and budget presentation
- Ratio of reserves to budgeted expenditures

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Communication

Effective communication with residents is the hallmark of participative local governance. We will continue to improve the methods by which we communicate with our residents, and provide them with every opportunity to share their ideas and opinions at Council meetings and other public forums.

Goal

Continue to improve communication with our residents

Objective

Achieve a minimum 90% customer satisfaction score on the City's ability to communicate effectively with its residents regarding upcoming, important City matters

Strategies/Initiatives

- Continue to improve all cost effective communication methods, including, but not limited to:
 - Channel 77
 - City Website
 - Twitter
 - Circle Bulletin Board
 - River Cities Gazette
- Conduct an annual resident satisfaction telephone survey with a random sample of residents and business owners

- Facilitate two community forums per year. These forums would be designed to provide progress updates to our residents and business owners on the goals and objectives of the strategic plan, and receive community input on how to achieve them

Key Performance Indicator

Results of an annual resident satisfaction survey on the level of customer satisfaction regarding the City's ability to communicate effectively with its residents

Acknowledgements

This strategic plan was developed in large part, on the basis of valuable input we received at several community forums facilitated with residents and business owners. We thank them for their active participation and excellent ideas.

There were some additional suggestions that emerged during the community forums and other work sessions. These suggestions would have significant policy implications for the City if implemented, but did not fit directly into any of the strategic areas in the plan. They are listed in the Appendix of this document.

We are committed to the successful implementation of our Strategic Plan. We embrace all of the plan's goals and objectives, and assume full responsibility for achieving them.



Appendix

Additional Suggestions Emerging from the Community Forums and other Work Sessions

- Implement four-year, staggered terms of office for the Mayor and Council Members
- Let citizens vote on important changes
- Give better direction to Boards appointed by Council
- Consult with other successful cities on important issues affecting the strategic plan
- Improve teamwork between CMI and the Historical Society